



---

# **Joint Venture Conference**

Performance Measures  
Elizabeth Ruschmeier/Mike  
Bouchard  
October 28, 2010



# GAO Report



---

GAO-08-399  
March 2008  
Additional Efforts to Better Assess  
Joint Ventures Needed



# Findings

---

- VA/DoD Joint Ventures may:
  - Improve access to care
  - Lower or avoid costs
  - Improve training opportunities
- Concerns:
  - Potential conflict of missions and cultures
  - Loss of organizational identity
  - Staffing uncertainties
  - Financial risks



# But.....



- 
- Information was anecdotal
  - Officials at joint ventures do not use performance measures to routinely or comprehensively document and assess the outcomes of joint ventures
  - It is difficult to know to what extent these benefits and concerns have materialized
  - VA also does not use performance measures at the department level to determine what is being achieved through joint ventures



# Responses to GAO



- 
- Built around the eDR and VistaFee/ICAP and data we can collect from those systems
  - Added evaluation of eDR for use in collection of data for performance measures into Joint Strategic Plan



# Performance Measures Why Do It?

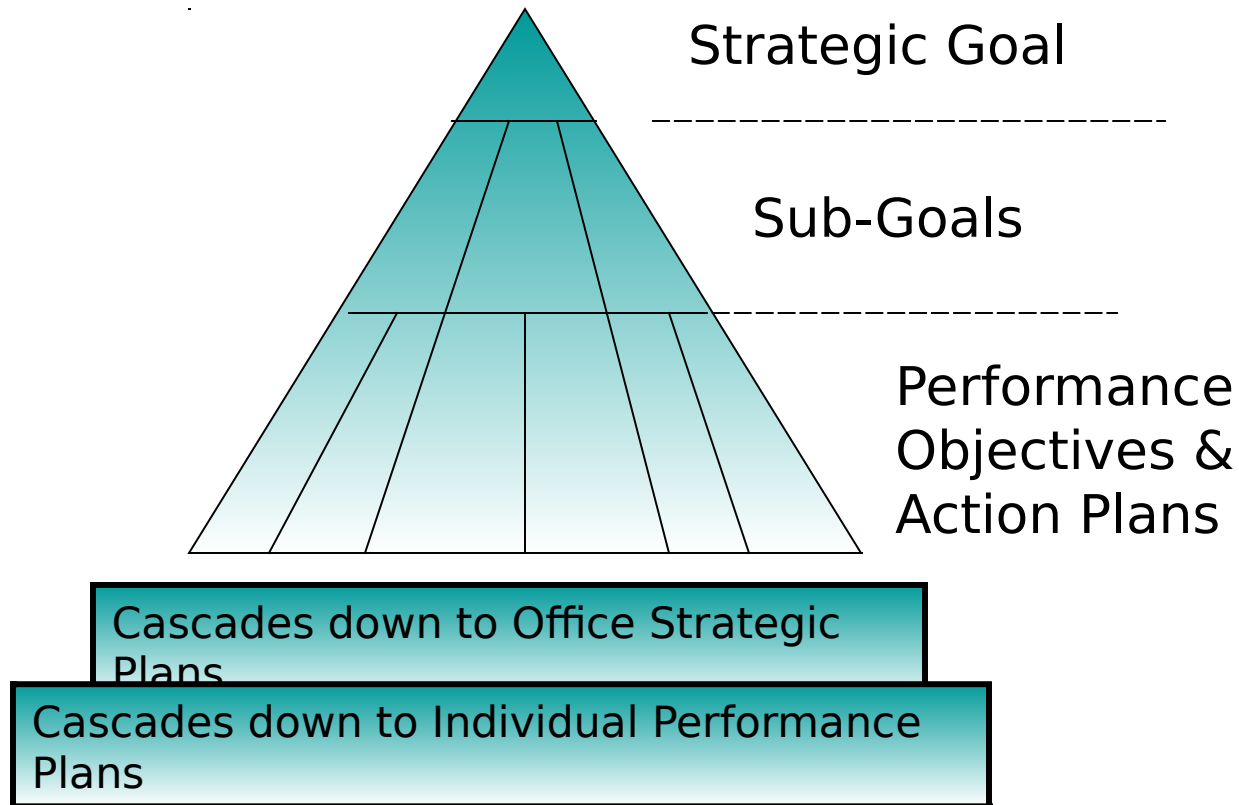
---



- Consistent with current direction from VA and DoD senior leadership to focus more on performance outcomes to be able to answer internal and external stakeholder groups
- Shows Commanders and Directors tangible results as you move towards achieving your Strategic goals
- Confirms your commitment to achieving a patient-centered health care system that delivers excellent quality, access, satisfaction, and value, consistently across the Departments
- Using performance measurement information helps to focus on organization on achieving desired business results.



# Strategic Planning Elements





# “Example” SMART Objective Template



<b>GOAL Title:</b>	Working Group
<b>SUB-GOAL:</b>	
<b>SMART OBJECTIVE:</b> Performance-based objectives should be written as statements that are: SMART <u>Specific</u> : understand what needs to be accomplished <u>Measurable</u> : link to metrics where possible <u>Achievable</u> : attainable, can be completed as specified <u>Realistic</u> : relevant and can be accomplished within time and resource limits <u>Time-bound</u> : clear point in time for completion	
Initiatives	A specific strategy or activity that supports accomplishment of the SMART objective
Activities & Milestones	Action plan for what needs to be accomplished by when
Recommended Metric(s)	Quantitative measures that can be monitored to demonstrate progress towards meeting SMART objective
When/Where during the project should the Metric be Tracked	When/where/how metrics should be documented and reported





# JSP

## Action Plan Example



<b>Performance Objective</b>	2.4.A Expand the number of continuing education and in-service training programs shared between VHA and DoD in order to consolidate resources for both Departments, as evidenced by a direct cost avoidance of \$11,700,000 in FY 2010.
<b>Initiative</b>	Optimize the sharing of training between VHA and DoD to assure that all sharable programs of value to either partner are made available to that partner.
<b>Activities &amp; Milestones</b>	<ol style="list-style-type: none"><li>1. Take advantage of enhanced Learning Management Systems (LMS) capabilities in VHA and DoD as they become available in FY 2010 (commencing October 1, 2009).</li><li>2. Conduct a cost sharing pilot project of the purchase of private sector programming (to be completed by September 30, 2010).</li><li>3. Increase the volume of shared training deployed at the facility level (to be completed by September 30, 2010).</li></ol>
<b>Recommended Metrics</b>	<ul style="list-style-type: none"><li>•Direct cost avoidance generated as a result of shared training for VHA and DoD each quarter and in aggregate for the year (target is \$11,700,000 in FY2010)</li><li>•Number of programs shared each quarter and aggregate number of programs shared annually (target is 318 programs in FY2010) for the following:<ul style="list-style-type: none"><li>•VHA shares 174 continuing education and in-service training programs with DoD</li><li>•DoD shares 144 continuing education and in-service training programs with VHA.</li></ul></li></ul>
<b>Where Is/Should the Metrics Be Tracked</b>	<ul style="list-style-type: none"><li>•VHA Metrics tracked by the Employee Education System (EES) Interagency Shared Training Group</li><li>•VHA and DoD Metrics tracked by the HEC Continuing Education and In-Service Training Work Group</li></ul>



# Way Ahead

- 
- Each JV needs identified performance measures for evaluation of JV
  - Measures will be tracked at the VACO
  - DoD/Service level measures tracking plan still being discussed
  - We will share methodologies with others
  - Evaluate benefit of eDR for collecting data and recommend that all JV sites get this system if found successful